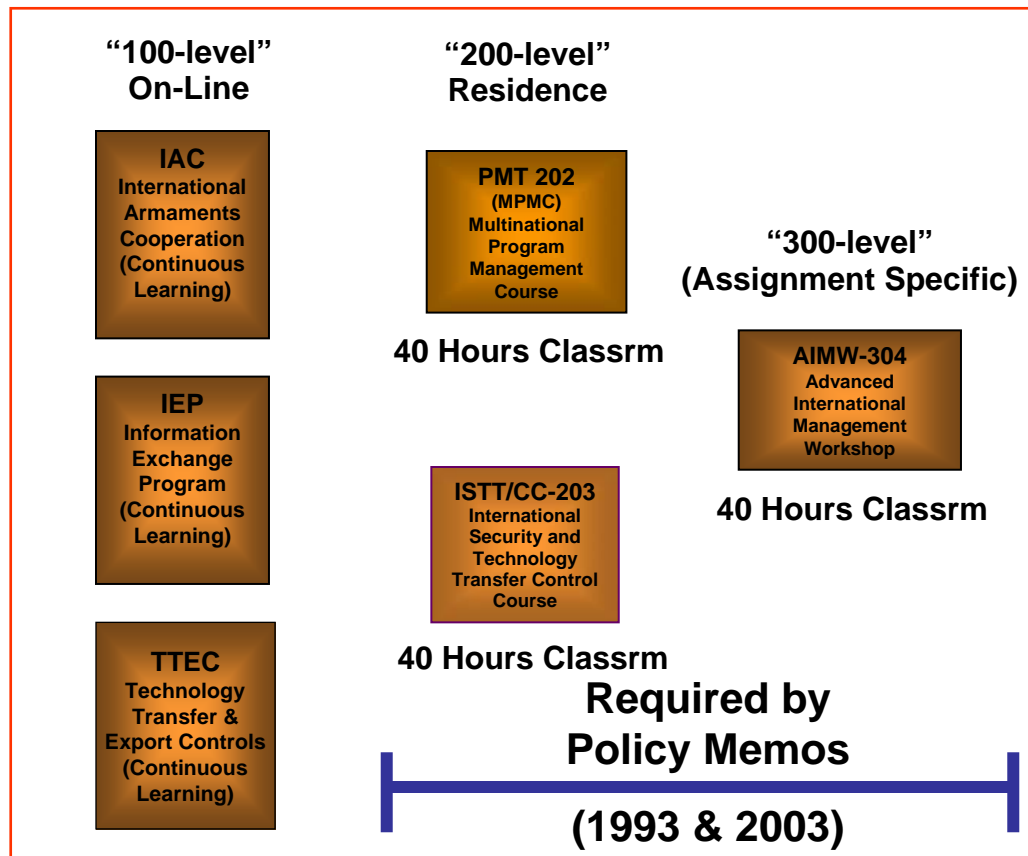# International Acquisition Career Path

Defense Acquisition University

November 14, 2008

DAU International Training

"100-level" On-Line

IAC
International Armaments Cooperation (Continuous Learning)

IEP
Information Exchange Program (Continuous Learning)

TTEC
Technology Transfer & Export Controls (Continuous Learning)

"200-level" Residence

PMT 202
(MPMC) Multinational Program Management Course

40 Hours Classrm

ISTT/CC-203
International Security and Technology Transfer Control Course

40 Hours Classrm

"300-level" (Assignment Specific)

AIMW-304
Advanced International Management Workshop

40 Hours Classrm

Required by Policy Memos

(1993 & 2003)

- DAU International Courses were not part of a DAWIA certification framework
  - Lacked broad Security Cooperation focus
  - Not driven by shared target competencies
  - Not a "track" – more a functionally connected collection of topic areas
- Assignment Specific: Most attendance due to individual and supervisor initiative vs. "managed"

Technology Transfer and Export Controls Training

Box of Learning Assets

On-Line

IEP Information Exchange Program (Continuous Learning)

On-Line IPSRC

TTEC Technology Transfer & Export Controls (Continuous Learning)

Residence

SAM-C

SAF/IA

DIA

Army FDO Course

PMT-203 (ISTT/CC) International Security and Technology Transfer Control Course

IPSRC International Programs Security Requirements Course

PMT 202

Legend:
- DAU courses
- DISAM Courses
- Air Force Course
- Army Course
- Other Agency

- Functionally connected collection of learning assets: <u>Not</u> a Path, Track, or Integrated Framework

- Not a Department-level coordinated effort

- Non-Optimized resources?

- Shared training philosophy?

- Difficult to manage

Confusion?

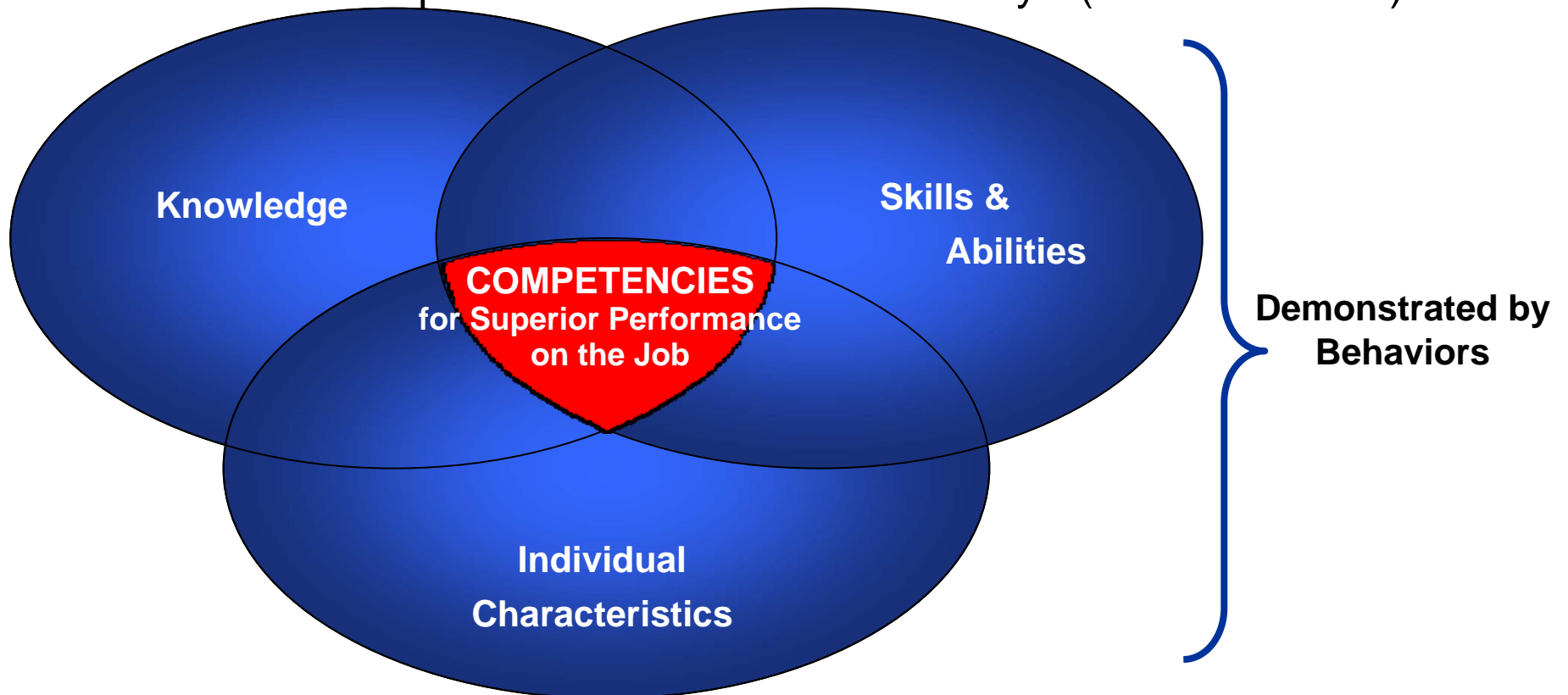**Other international training has the same structural flaws**

What to Do?

- **Policy letters assigned topics (in differing forms), with imprecise indications of required levels of expertise, and without basis on an agreed framework of competencies**

- **Needed carefully selected desired behaviors expressed with action verbs that focus on what a performer will be able to "DO"**

  – **Skills and knowledge could then be developed to support the performance**

Competency is...

- " …. an observable, measurable pattern of skills, knowledge, abilities, behaviors & other characteristics that an individual needs to perform work roles or occupational functions successfully." (OPM definition)

Knowledge

Skills & Abilities

COMPETENCIES
for Superior Performance
on the Job

Individual
Characteristics

Demonstrated by
Behaviors

Objectives → Competencies

Broad SMEs

"What does a journeyman in this area do?"

Write as action – careful verbs

Levels?

Combine – Arrange - Edit

SECDEF
IAC Emphasis & Training Priority '97

DEPSECDEF
Req'd Security & Tech Transfer Courses '99

OUSD (P)-OUSD (AT&L)
Req'd Int'l Courses '93 & '03

Competencies for International Program Management — Level I

New Units of Competence	New Competencies	Final Elements
International Program Management	1 INTERNATIONAL ACQUISITION ENVIRONMENT	**1.1 - Identify Statutory, Regulatory, and Policy Requirements**
		1.2 - Identify Stakeholders
		1.3 - Describe International Program Security and Tech Transfer procedures
	2 STRATEGY & PLANNING FOR INTERNATIONAL INVOLVEMENT	**2.1 – Differentiate between a US and an International Strategy**
		2.2 – Identify International elements of a Program Acquisition Strategy
		2.3 – Outline proper International Technology Security considerations
	3 INTERNATIONAL BUSINESS PROCESSES & TOOLS	**3.1 - Describe Pol-Mil principles as part of Customer/Partner relationships**
		3.2 - Describe international acquisition management tools

Competencies for International Program Management — Level II

New Units of Competence	New Competencies	Final Elements
International Program Management	1 INTERNATIONAL ACQUISITION ENVIRONMENT	**1.1 - Identify and Apply Statutory, Regulatory, and Policy Requirements**
		1.2 - Identify and coordinate with Stakeholders to determine common positions
		1.3 - Use International Program Security and Tech Transfer procedures
	2 STRATEGY & PLANNING FOR INTERNATIONAL INVOLVEMENT	**2.1 - Plan an International Strategy - Both Cooperative and Security Assistance**
		2.2 - Plan and Modify a Program Acquisition Strategy to Incorporate International Considerations
		2.3 - Employ proper International Technology Security
	3 INTERNATIONAL BUSINESS PROCESSES & TOOLS	**3.1 - Apply Pol-Mil principles to Customer/Partner relationships leading to signed LOAs or International Agreements**
		3.2 - Categorize the Technical Capabilities of your Customer/Partner
		3.3 - Support International Agreement negotiation
		3.4 - Identify International program contracting impacts
		3.5 - Develop funding strategies for International programs
		3.6 - Employ international acquisition management tools

Competencies for International Program Management — Level III

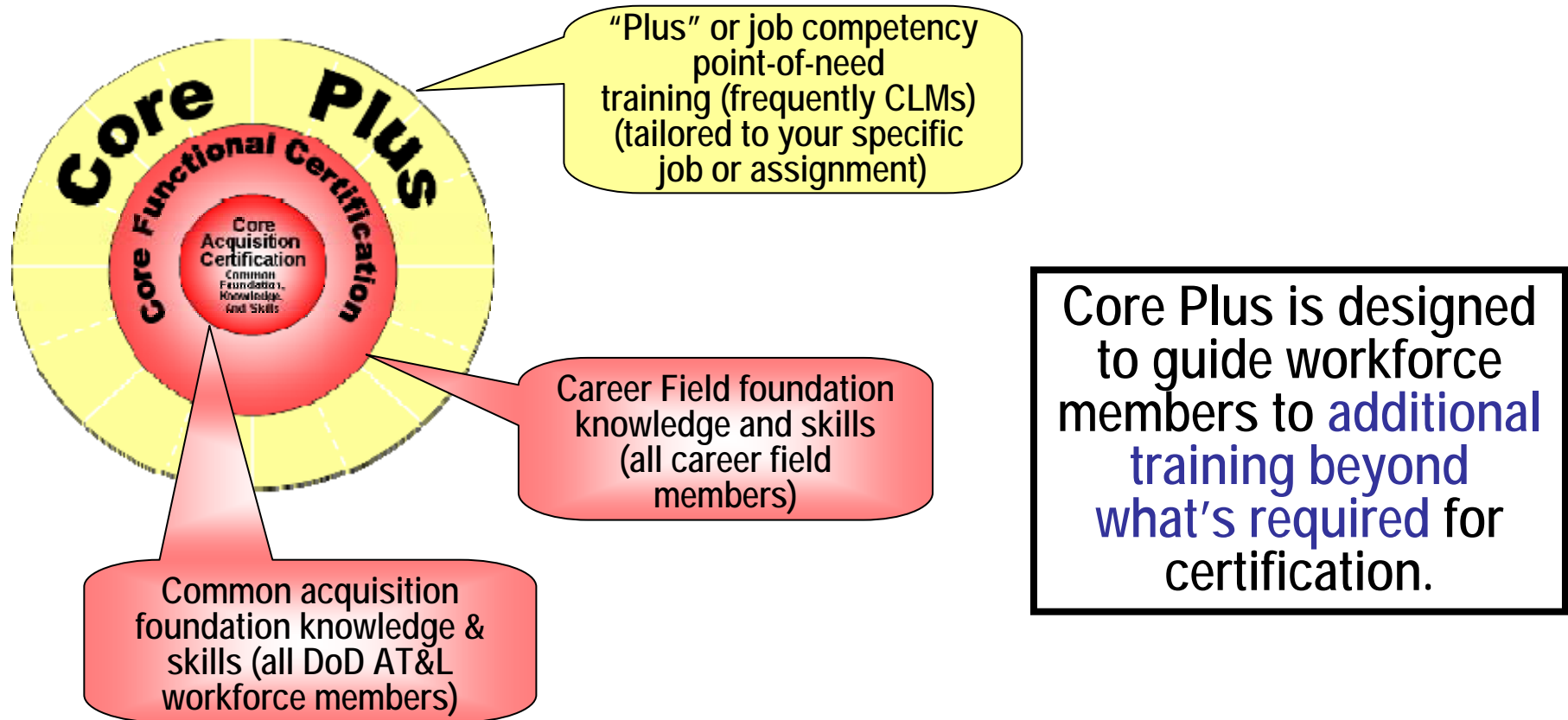| New Units of Competence	New Competencies	Final Elements
International Program Management	1 INTERNATIONAL ACQUISITION ENVIRONMENT	**1.1 - Assess and Integrate Statutory, Regulatory, and Policy Requirements**
		1.2 - Organize and blend Stakeholders' needs and requirements
		1.3 - Recommend, justify, and defend International Program Security and Tech Transfer procedures
	2 STRATEGY & PLANNING FOR INTERNATIONAL INVOLVEMENT	**2.1 - Formulate an International Strategy - Both Cooperative and Security Assistance**
		2.2 - Critique and recommend a Program Acquisition Strategy to Incorporate International Considerations
		2.3 - Employ and validate proper International Technology Security
	3 INTERNATIONAL BUSINESS PROCESSES & TOOLS	**3.1 - Integrate Pol-Mil principles into Customer/Partner relationships**
		3.2 - Assess and evaluate the Technical Capabilities of your Customer/Partner
		3.3 - Conduct International Agreement negotiation
		3.4 - Select and evaluate international acquisition management processes

Preliminary "Gap Analysis"

- <u>Level I</u>: Recognized need for Level I competency training utilizing on-line assets

- <u>Level II</u>: OK for now

- <u>Level III</u>: New resident 300-level course in TT&EC area may be needed

- Security Assistance and Cooperative Armaments content mix and balance should be reviewed/adjusted

New DAU Core Plus Concept

"Plus" or job competency point-of-need training (frequently CLMs) (tailored to your specific job or assignment)

Career Field foundation knowledge and skills (all career field members)

Common acquisition foundation knowledge & skills (all DoD AT&L workforce members)

Core Plus is designed to guide workforce members to additional training beyond what's required for certification.

Core Plus is an enhancement to the existing AT&L certification framework. It is not a wholesale replacement!

Core Plus – Catalog Display

Type of Assignment

Core Certification Standards

Unique Position Training Standards

Core Plus Development Guide

Footnotes

Program Management (*Advanced*) Level III

Type of Assignment	Representative Activities
Weapon Systems	IPT lead & oversight, pre-award contract matters, financial management, risk management, systems engineering, total ownership cost, contract coordination, & communications. As appropriate, coordination on net-centric technology as a key enabler that allows a C2 capability to operate in the joint operational environment and force protection with a minimally sized forward footprint: or oversight and/or management of significant segments of a DoD Space MDAP.
Services	DoD professional, admin & mgmt support service contracting as relates to developing clearly stated & actionable requirements packages, coordination with local Procurement Contracting Officers and ensuring opportunities for socio-economic business concerns. Performs all Acquisition Strategy Requirements actions noted in Attachment 1 to AT&L Services Memo of 10/2/06.
Business Mgt Systems/IT	Transformation integration, planning and performance, and investment management as applies to the acquisition community, program office(s) & system(s) under development.
International Acquisition	Groundwork for future cooperation during pre-system acquisition or participated in successful cooperative development or production partnerships during system acquisition with allied & friendly foreign nation. Participation in successful cooperative development or production partnership during pre-system acquisition or system acquisition with allied & friendly foreign nations. Other type of assignment also applies.

Core Certification Standards [1]

Acquisition Training [2]	None Required
Functional Training [2]	• **PMT 352A**: Program Management Office Course • **PMT 352B**: Program Management Office Course **CR** • **SYS 202**: Intermediate System Planning, Research, Development, & Engineering (Required for certification on 4/1/08)
Education	Formal education not required for certification.

Experience	• 4 years acquisition experience with at least:
	   • 2 years in a program office/similar organization (dedicated matrix support to a PM, PEO, DCMA Program Integrator, or Supervisors of Shipbuilding)
	   • 1 year in a program management position with cost, schedule, and performance responsibilities

Unique Position Training Standards [3]

PEOs; PM/DPM of MDAP/MAIS; PM/DPM of Significant Non Major Programs	**PMT 401**: *Program Mgr's Course* **CR** and **PMT 402**: *Executive Program Mgr's Course* **CR**; OR **PMT 302**: *Advanced PM Course* and **PMT 402**: *Executive Program Mgr's Course* **CR**

Core Plus Development Guide [4]	Type Assignment			
Training [2]	Weapon Systems	Services	Business Mgmt, IT	International
ACQ 452: *Forging Stakeholder Relationships* **CR**	X	X	X	
BCF 206: *Cost Risk Analysis* **CR**	X	X	X	
BCF 207: *Economic Analysis* **CR**	X	X	X	
BCF 209: *Acquisition Reporting for Major Defense Acquisition Programs* **CR**	X		X	
IRM 201: *Intermediate Information Systems Acquisition* **CR**	X	X	X	
LOG 200: *Intermediate Acquisition Logistics, Part A*	X	X		
LOG 204: *Configuration Management*	X		X	
LOG 235: *Performance Based Logistics, Part A*	X	X		
LOG 236: *Performance Based Logistics, Part B* **CR**	X	X		
PMT 304: *Advanced International Management Workshop* **CR**				X
PMT 403: *Program Manager's Skills* (ACAT III only) **CR**	X	X	X	
PQM 201A: *Intermediate Production, Quality & Manufacturing, Part A*	X			
SAM 301: *Advanced Software Management* **CR**	X	X	X	
SYS 203: *Intermediate SPRDE Part B* **CR**	X			
TST 202: *Intermediate Test & Evaluation* **CR**	X			
CLC 032: *Understanding & Utilizing Performance Based Payments*	X	X		
CLE 008: *Six Sigma: Concepts and Processes*	X	X	X	
CLL 201: *Diminishing Mfg Sources & Materials Shortages Fundamentals*	X	X	X	

Education

At least 24 semester hours from among accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management (DANTES equivalency may be substituted).

Experience

2 additional years of acquisition experience

[1] These Standards list the training, education and experience required for certification at this level.
[2] A "**CR**" following a course title indicates the course is delivered as resident based instruction.
[3] Workforce members assigned to the position(s) identified must meet the training standard(s) identified within six (6) months of assignment.
[4] When preparing your IDP, you and your supervisor should consider the training, education and experience listed in this and the lower level Core Plus Developmental Guides if not already completed.

Core Plus Development Guides

Program Management (Intermediate) Level II

Type of Assignment	Representative Activities
Weapon Systems	Structures and guides systems engineering activities. Establishes a risk/opportunity program. Structures and conducts technical reviews. Works with contracting personnel. Maintains configuration control. Leads IPTs in support of developing and delivering a weapon system, C2/network-centric system, or space system.
Services	Structures incentives tied to desired outcomes for service contracts, prepares plans for mitigating risks, provides contract tracking and oversight. Performs most acquisition planning tasks as established in Attachment 1 to AT&L Services Memo of Oct. 2, 2006.
Business Mgt Systems/IT	Leads IPTs, identifies and manages enterprise-level business systems and issues, and applies performance measures within the acquisition community and program office context that directly impact systems under development.
International Acquisition	Participates in successful cooperative development, production partnership, or system modification/transfer during pre-system acquisition or system acquisition—either cooperative or security assistance in nature—with allied and friendly nations.

	Core Certification Standards[1]
Acquisition Training	ACQ 201A Intermediate Systems Acquisition, Part A ACQ 201B Intermediate Systems Acquisition, Part B (R)
Functional Training	PMT 250 Program Management Tools CON 110 Mission-Support Planning SAM 101 Basic Software Acquisition Management or IRM 101 Basic Information Systems Acquisition if completed on or after Nov. 15, 2005
Education	Formal education not required for certification
Experience	2 years acquisition experience; at least 1 year of this experience must be in program management

Core Plus Development Guide[2]	Weapon Systems	Services	Business Mgmt/IT	International
Training				
ACQ 265 Mission-Focused Services Acquisition (R)	x			
BCF 102 Fundamentals of Earned Value Management	x	x	x	
BCF 215 Operating and Support Cost Analysis (R)	x	x	x	
CLE 004 Introduction to Lean Enterprise Concepts	x	x	x	
CLE 006 Enterprise Integration Overview			x	
CLE 022 Program Manager Introduction to Anti-Tamper	x			
CLI 004 Information Exchange Program (IEP), DoD Generic Research, Development, Test, and Evaluation (RDT&E)				x
CLL 002 Defense Logistics Agency Support to the PM	x	x		
CLL 006 Depot Maintenance Partnering	x	x		
CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers	x	x	x	
CLM 031 Improved Statement of Work	x	x		
CLM 036 Technology Transfer and Export Control Fundamentals				x
LOG 102 Systems Sustainment Management Fundamentals	x	x		
PMT 202 Multinational Program Management (R)				x
PMT 203 International Security and Technology Transfer/Control (R)				x
PQM 101 Production, Quality, and Manufacturing Fundamentals	x	x		
SAM 201 Intermediate Software Acquisition Management (R)	x	x	x	
Education				
Master's degree, preferably with a major in engineering, systems management, business administration, or a related field				
Experience				
2 years of acquisition experience, preferably in a systems program office or similar organization (in addition to core certification experience)				

[1] The Core Certification Standards section lists the training, education, and experience required for certification at this level.
[2] When preparing your IDP, you and your supervisor should consider the training, education, and experience listed in this and the lower-level Core Plus Development Guide if not already completed.

Catalog Course Descriptions

PMT 202
Multinational Program Management

Professionals who take this course gain the skills and knowledge they need to work in the international defense acquisition environment. The course emphasizes the U.S. policy of encouraging armaments cooperation and interoperability with U.S. allies. National, DoD, and U.S. military service policies on international cooperative development, production, and support are explored, as well as the relationship between cooperative acquisition and security assistance.

Objectives: Those who successfully complete this course will be able to:
- Identify the roles and responsibilities of individuals involved in cooperative acquisition and security assistance programs, including the involvement of foreign governments and their industries;
- Describe key Department of State, DoD, and U.S. military services policies on international cooperative development, production and logistics, as well as security assistance;
- Recognize various types of agreements that promote U.S. international cooperation policy (data exchanges, Nunn Amendment programs, foreign comparative testing, bilateral and multilateral projects and programs, and security assistance); and
- Prepare, formulate, and support a security assistance sale, direct commercial sale, cooperative acquisition, or hybrid international program.

Target Attendees: This course is designed for professionals who are involved in any form of international defense cooperation or security assistance. This course is mandatory for Program Management professionals in the international program management career path.

Prerequisite(s): None

Recommended:
- CLI 001, International Armaments Cooperation, Part 1; CLI 002, International Armaments Cooperation, Part 2; CLI 003, International Armaments Cooperation, Part 3; and CLI 004, Information Exchange Program, DoD Generic
- These recommended courses will be required beginning in the 2010 academic year

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: PAJ

PMT 203
International Security and Technology Transfer/Control

This course provides a comprehensive overview of U.S. law, policy, and regulations that govern International Security and Technology Transfer/Control. Professionals will learn the procedures for the export and import of defense and dual-use equipment and services, for handling classified and controlled unclassified program information, and for foreign visit control. The course has five components: acquisition documentation; security and data transfer; export/import licensing; contractor operations; and laws, policies, and procedures.

Objectives: Those who successfully complete this course will be able to:
- Identify, analyze, and apply the laws, policies, and processes necessary to develop system and contractor classification guidance for the control of critical program information;
- Describe the national security policy issues and export/import licensing constraints (as defined by the departments of State, Commerce, Treasury, and Customs) and evaluate their effects on domestic and international DoD programs;
- Recognize hostile and friendly foreign power elicitation and technology collection methods and techniques and develop methods of protecting information; and
- Describe the U.S. government's ownership, usage, and transfer rights to foreign governments and contractors of intellectual property.

Target Attendees: This course is designed for professionals who are involved in any form of international defense cooperation or security assistance. This course is mandatory for Program Management professionals in the international program management career path.

Prerequisite(s): None

Recommended: CLM 036, Fundamentals of Technology Transfer and Export Control (course will be required beginning in the 2010 academic year)

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: PAK

Note: Due to security restrictions, international professionals are ineligible to attend under most circumstances.

Section 852
International Training & Support

- **Expand DAU Learning Assets and Capacity to Implement the International Acquisition Career Path**

- **Increase Training Throughput for Defense Acquisition Workforce**
  - 180 additional graduates of international courses/year (60% increase)

- **Develop/Modernize Curriculum**
  - Add 1 Resident, 2 DL, and 6 CL; modernize existing curricula; provide International content for other courses
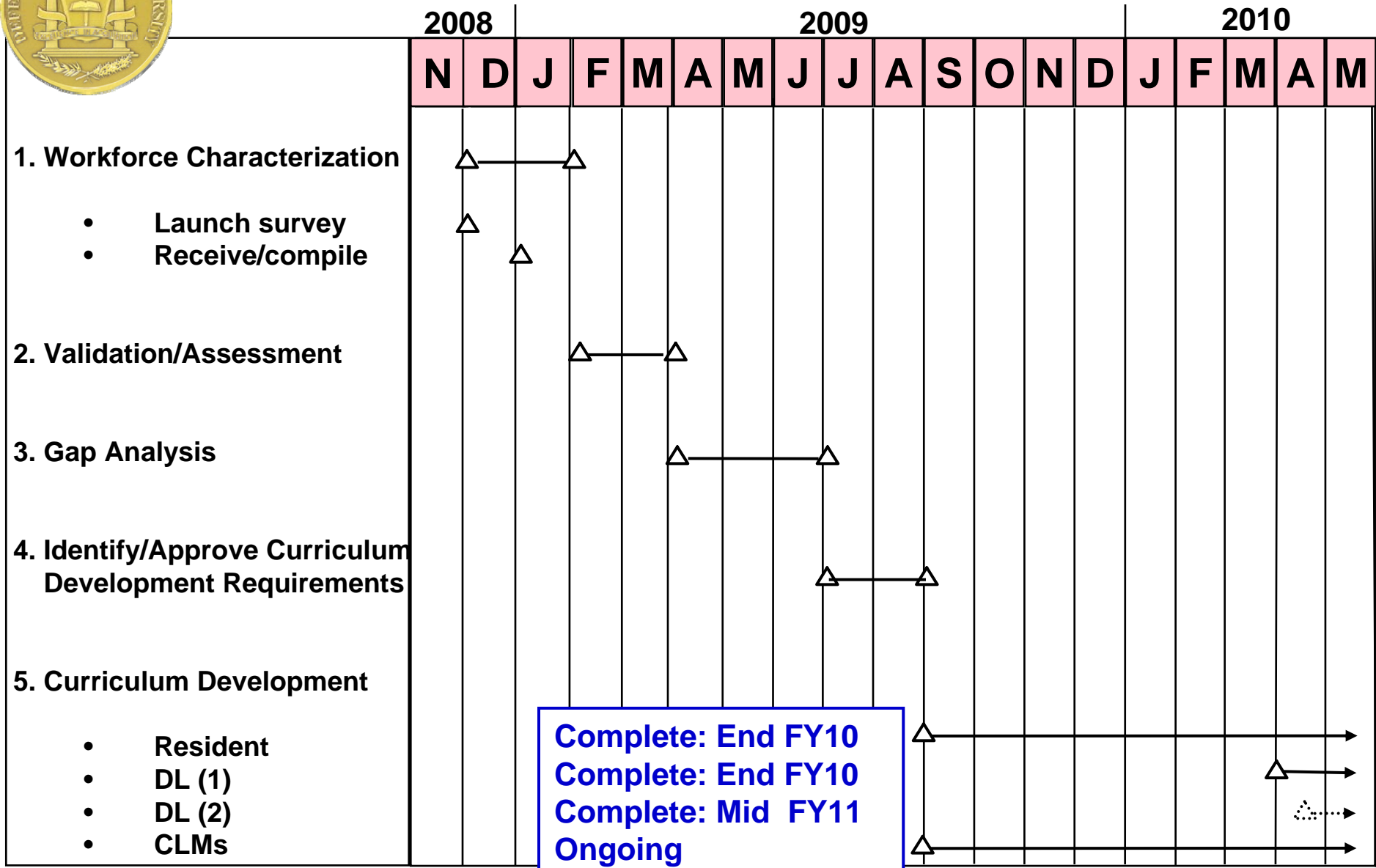 - Primary emphasis placed on Tech Transfer & Export Controls area

What's Next?

- Just finished: Catalog Update – grown into appropriate "Core-Plus" areas

- Better ID/Characterize international acquisition workforce

- Competency validation

- Complete Competency Gap analysis

- Establish/Formalize Certification process

- Propose Curriculum additions/changes

IACP: Competencies to Curriculum

	2008												2009						2010	
	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M

1. Workforce Characterization

- Launch survey
- Receive/compile

2. Validation/Assessment

3. Gap Analysis

4. Identify/Approve Curriculum Development Requirements

5. Curriculum Development

- Resident
- DL (1)
- DL (2)
- CLMs

Complete: End FY10
Complete: End FY10
Complete: Mid FY11
Ongoing

That's it!

? ?

? ?

What are your questions? ?

?

?

?

Back-Up charts

UNITED STATES CODE

TITLE 10. ARMED FORCES

SUBTITLE A—GENERAL MILITARY LAW

PART II—PERSONNEL

CHAPTER 87—DEFENSE ACQUISITION WORKFORCE

SUBCHAPTER II—DEFENSE ACQUISITION POSITIONS

Where did this start?

§ 1721. Designation of acquisition positions

(a) **Designation.**--The Secretary of Defense shall designate in regulations those positions in the Department of Defense that are acquisition positions for purposes of this chapter.

(b) **Required positions.**--In designating the positions under subsection (a), the Secretary shall include, at a minimum, all acquisition-related positions in the following areas:

(1) Program management.

(2) Systems planning, research, development, engineering, and testing.

(3) Procurement, including contracting.

(4) Industrial property management.

(5) Logistics.

(6) Quality control and assurance.

(7) Manufacturing and production.

(8) Business, cost estimating, financial management, and auditing.

(9) Education, training, and career development.

(10) Construction.

(11) Joint development and production with other government agencies and foreign countries.

(c) **Management headquarters activities.**--The Secretary also shall designate as acquisition positions under subsection (a) those acquisition-related positions which are in management headquarters activities and in management headquarters support activities. For purposes of this subsection, the terms "management headquarters activities" and "management headquarters support activities" have the meanings given those terms in Department of Defense Directive 5100.73, entitled "Department of Defense Management Headquarters and Headquarters Support Activities", dated November 12, 1996.

(1)-(10) Resulted in identifying 13 career fields and a certification framework. DAU training developed for that framework.

(11) Joint development and production with other government agencies and foreign countries

Positions not designated across DoD

Under IACP - What's An "International Program?"

- International acquisition programs and technology projects where more than 50% of the work is international related.

- An international project/program is characterized by one or more of the following criteria.
  - <u>Designated</u> an international program/project or high-potential future foreign sales program (Foreign Military Sales or Direct Commercial Sales) by the USD(AT&L) or Component Acquisition Executive, or as further delegated.
  - Associated with a <u>Technology Development Strategy or Acquisition Strategy</u> with an international system or cooperative opportunity identified.
  - Associated with an <u>international agreement</u>, upon submission or approval of a Summary Statement of Intent or with international agreement entered into force.
  - Associated with an approved <u>Letter of Offer and Acceptance</u> for purposes of International sale, lease, or logistics support of U.S. <u>major defense equipment</u>.

What Specific Areas do these professionals Work in? (Examples)

International Cooperative Programs

- Agreements
- FCT
- Exchanges
- Coalition Warfare Programs

Security Assistance

- FMS/Lease
- EDA
- Training
- Logistics/Mx Support

Technology Transfer/Security & Export Controls

- NDP
- AECA/ITAR
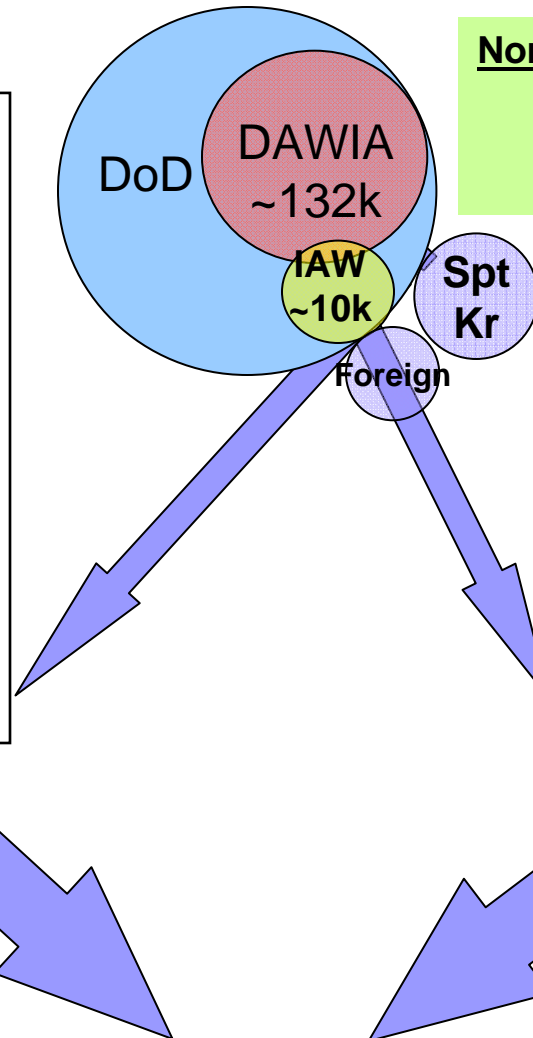- Visits/ Assignments
- TA/CP/DDL
- IPR
- FOCI

"IAW Workforce"

Non-DoD IAW elements include:
- Foreign Exchange & Liaison Officers
- Cooperative Program Personnel
- Numerous Support Contractors

DoD • DAWIA ~132k • IAW ~10k • Spt Kr • Foreign

Security Assistance

SAO Personnel	681
Regional Centers	384
Field Agencies	801
DSCA Activities	230
DSCA HQ	280
COCOMS/MAJCOMS	28
Army	1561
Navy	717
Air Force	2006
Work Years 6722;	**People ~10,000**

Armaments Cooperation

SAO Personnel	50
Field Agencies	360
COCOMS/MAJCOMS	40
Army	20
Navy	25
Air Force	25
People	**~520**

Estimated 30% are DAWIA Workforce ~ 3000